



**BRENT PEOPLE
MANAGEMENT
STRATEGY
2006 to 2010**

A fresh start...a
'One Council' approach to
people management

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Key contacts in connection with this Strategy are:

Gareth Daniel

Chief Executive
Town Hall, Wembley
Tel: 020 8937 1007
Fax: 0208 937 1003
gareth.daniel@brent.gov.uk

Val. Jones

Director of HR and Diversity
Town Hall, Wembley
Tel: 0208 937 1091
Fax: 0208 937 6191
val.jones@brent.gov.uk

Simon Hackwell

Principal Advisor, KPMG LLP
1 Canada Square
Canary Wharf
Tel: 020 7311 6667
Fax: 020 7311 4115
simon.hackwell@kpmg.co.uk

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Introduction

KPMG were commissioned by the Council in the summer of 2005 to do two things:

- Prepare a People Management Strategy for the Council which sets out the critical people / HR priorities for the Council in forthcoming years;
- Evaluate the different models of HR delivery and recommend an appropriate model for Brent which clearly describes roles and responsibilities.

In undertaking its work the Council specifically asked KPMG to:

- Engage with the organisation over how people management can make an effective contribution to the Council's goals;
- Provide challenge to the Council's thinking in relation to how HR could be delivered and the strategic priorities for people management.

This strategy is the output from KPMG's work.

In recent years, the HR arrangements at Brent have been the subject of a number of internal and external reviews, all of which have been largely critical in nature. So, it was important for KPMG to:

- Engage in a widespread dialogue with the organisation about strengths and weaknesses of the current arrangements; and
- Spend sufficient time thinking about how to bring about fundamental improvement.

In short, the Council did not want just another description of the problem but ideas and challenge about how it could be changed.

This strategy rises to that challenge and sets out how HR can become a proactive business partner that delivers services supporting the pursuit of the Council's goals. To achieve this a number of fundamental changes need to take place at Brent. These are:

- Adoption and implementation of the People Management Strategy which should be regarded as central to achievement of the corporate strategy and needs to underpin all other service strategies;
- Introduction of a new model for the delivery of HR which is centred around the concept of business partner and The People Centre;
- Agreement to standardise and simplify the HR business processes in the organisation; and

- Development of an IT solution which is effective and promotes self service among users.

This strategy sets out a new course for the Council. It provides the Council with the opportunity for a 'fresh start' in relation to people management. Implementation will be challenging, but there are some things which are already clear:

- A piecemeal approach to implementation which perhaps avoids or defers some of the more difficult issues will not give the Council the step change in performance it is seeking;
- Action speaks louder than words: it will be important for the organisation as a whole to begin to witness tangible changes in the way we organise and deliver HR in Brent as soon as possible; and
- Investing in IT without changing the way the Council works will probably be a waste of money. The Council must get a grip on the HR business processes which are currently fragmented across the organisation.

What will success look like?

- More time spent on strategic activities in relation to people management by corporate HR;
- The HR function is seen as a strategic business partner by the organisation's leadership;
- Day to day HR transactions are straightforward and efficient;
- IT systems improve service, management reporting and encourage more people to be self sufficient in managing their personal HR administration;
- The People Management Strategy delivers a series of innovative solutions to challenging HR issues e.g. develop instead of trying to buy talent, a sustainable breakthrough in the diversity of the senior management group and impressive customer satisfaction levels with HR administration; and
- The quality of the day to day management and development of the Council's workforce improves significantly, as evidenced by staff survey returns. People feel valued, listened to and are able to understand and shape their unique contribution to the Council's goals.

These are some of the main benefits that this People Management Strategy offers. There are many other positive intangible outcomes as well around recognising people as a source of real value in a changing environment.

Background to this Strategy

The Council-wide 'Improving Brent' programme, and the delivery of the Council's Corporate Strategy ('Building a Better Borough') and other strategies and plans, have placed the Council's staff at their core.

At the same time, the demands on the Council and its workforce are becoming more complex and the pace of change is quickening. It is now more important than ever, therefore, that the Council and its staff are able to anticipate and react to change quickly, and that services can be continuously improved at the same time.

Preparing staff to meet these challenges means that the Council's people management activities need to be accurately focused on supporting excellent service delivery that can be sustained into the long term. The purpose of this Strategy is to provide this focus by setting out the vision, direction and priorities for people management at the Council.

The HR and Diversity function

In June 2003 a Human Resources Review was undertaken by the Audit Commission, the body responsible for the Corporate Performance Assessment (CPA) process. This review made a number of recommendations, which the Audit Commission followed-up in May this year in a further review the Council asked them to undertake. This most recent review found that although progress has been made, much still remains to be done.

There is some good practise in people management, however managers and staff need reassurance that the HR and Diversity function will meet their needs in the future. Specifically, that it will promote:

- The effective management of risk;
- The efficient delivery of services; and
- 'One Council, One Vision'.

It is against this background that this strategy has been produced. It aims to ensure that people management supports the Council's continuing improvement, and is key to the Council's aspiration to be assessed as 'Excellent' in the 2006 CPA process, and that it then retains this status.

Structure of this Strategy

This strategy aims to rapidly increase the focus and pace of improvement in people management at the Council by focusing effort where it can have the greatest impact. In turn, therefore, the following are described in the strategy:

- The **Vision** for people management at the Council, which will inform all that it does when managing its people;

- The Council's **Mission**, which sets-out how this will be achieved; and
- A series of **Priority Objectives**, which will be the focus of developments in people management over the next 4 years: included with these are **key performance indicators (KPIs)** which will be used to monitor progress in their achievement.

This strategy by itself will not bring the rapid improvement in people management – and especially the HR and Diversity function - that is intended. It has therefore been supplemented by the:

- Design of a new model for the delivery of people management at the Council, especially the HR and Diversity function;
- Description of how this new model will operate in practice, including the roles and responsibilities of the different elements and some examples of how different activities will be delivered; and
- Development of an Implementation Plan for these new arrangements over the next two years, including the governance arrangements for implementation.

Finally, contained within the strategy is a high level transformation plan which sets out the key areas of work over the next two years. This will need to be refined into a more detailed action plan for the Council.

It is important that everyone signs up to the detailed action plan and commits to a successful outcome. Progress will falter and ultimately fail if implementation is viewed as largely a matter for corporate HR to address. That is the old way of looking at things, now is a chance for a fresh start.

Limitations

This strategy is provided on the basis that it is for your information only and that it will not be copied or disclosed to any third party or otherwise quoted or referred to, in whole or in part, without our prior written consent.

Although you may rely on our work to the extent set out herein, we may not have become aware of all of the facts or information that you may regard as relevant.

KPMG has not performed an audit or carried out any tests or verification work on the information provided to us, except where indicated to the contrary, other than confirming the arithmetical accuracy of figures where we have deemed it necessary to do so.

A fresh start...

Providing a focus for people management

A Vision

The Corporate Strategy for 2002 – 2006, 'Building a Better Borough', identifies the development and motivating of staff as a key element in achieving the Council's aims, stating that:

'To achieve its aims, Brent needs the highest quality staff. Our organisation will be one that shows clear leadership but works in an open and collective way. We need service areas that are dynamic and customer-focussed and service units that are entrepreneurial and empowered'.

To achieve this, the workforce needs to be confident and dynamic, capable of adapting to changing circumstances and demands. At the same time, clear goals and objectives have to be set, and managers and staff need to be held accountable for their delivery.

The Council's Vision for people management is therefore to be an 'employer of choice':

'To promote excellence in service delivery by adopting a 'One Council' approach to people management.'

This Vision is aspirational, as well as providing a clear focus for the future development of the Council's people management function.

A Mission

It is the Mission for people management at the Council that sets out, in overall terms, how the Vision will be achieved. In simple terms, the Mission is:

To have the right people, in the right place, at the right time, and at the right cost.

A number of features of people management at the Council contribute to fulfilling this Mission: the 'Improving Brent' programme is a key element, aiming to provide support, development opportunities and quality training for its staff.

There are indications that in some ways, the Council is well on the way to fulfilling its Mission for people management, for example:

- The Brent Council Staff Survey conducted in 2004 showed that around 70% of staff are satisfied working for the Council and are proud to tell others they work for the Council;
- Sickness absence levels are below average for London Boroughs; and

- The percentage of ethnic minority staff, at 53.14%, reflects that of the working population of the Borough as a whole.

However, there are also indications that in some areas there is still a great deal to do:

- The percentage of the Council's top 5% of earners that are from black or ethnic minorities is low at 16.23%;
- One in five staff who should have had an appraisal, say that they have not had one; and
- There are recruitment and retention difficulties for some key staff groups, with 29 Agency staff being used in the Council's Planning Service, for example.

Priority Objectives

After having considered the Vision and Mission for people management at the Council, a number of Priority Objectives have been identified – namely:

- To establish a high quality HR function which commands respect, drives the strategic priorities and enables simple, cost effective processes;
- To rapidly accelerate multi-disciplinary working;
- To achieve consistent excellence in people management across all service managers;
- To achieve consistent implementation of performance management policy;
- To develop more of its existing staff to fill high priority recruitment gaps for skilled staff; and
- To reinvigorate the diversity agenda.

As with the Council's Vision and Mission, these objectives are both aspirational and focused on developing both the people management function as a whole, and specifically the work of the HR and Diversity function.

More detail of these Priority Objectives is given in the remainder of this Strategy, together with a revised model for how they should be delivered.

Priority for Action: to establish a high quality HR function

What the Council aspires to achieve

The Council aspires to have a high performing HR function which commands respect both inside the Council and with its partners and stakeholders.

The HR function will drive forward the Council's strategic priorities and be a valued and trusted partner for its managers in the continuous improvement of the Council's services, as well as enabling simple, cost effective processes.

The Council's aims in this Strategy

Quality and performance in people management practise across the Council will be determined through both compliance with minimum corporate standards and the provision of innovative advice and support. To achieve this will require careful governance and active management – which a revised delivery model will support.

Through the revised delivery model, the HR function will establish policies, procedures and practices that encourage legislative compliance, ensure best practise and innovation in people management, and form a key part of the Brent Council 'employer brand'. As a result, the HR function will:

- Minimise risk in employment issues;
- Promote efficiency in the delivery of services; and
- Encourage the benefits of a 'One Council' approach.

What has been done so far

A great deal of work has been done to develop people management policies, the most recent being a 'toolkit' for the management of change across the Council. Also, in some Directorates, there are a number of examples of good and innovative practise, responding in proactive ways to the needs of particular services.

Sometimes, however, people management policies and tools have not been communicated well, and in some parts of the Council there is evidence that there are low levels of commitment to implementing them. The reasons for this could be that:

- A corporate policy is not seen to be appropriate for all Services;
- Best practise has not incorporated in the policy; or
- Requirements for compliance are not being communicated, reinforced or adequately supported.

The production of this Strategy, together with the adoption of a new delivery model for the HR function, has created the opportunity for a fresh start. As part of this, roles and responsibilities will change, and it is important that behaviours across the Council also change with regard to the HR function.

What the Council needs to do

The Council needs to ensure that all managers and staff are clear about the minimum standards that are expected of them. This means:

- Having people management policies, procedures and practices that are appropriate and relevant for all.

For example, work is needed to ensure that non-standard working patterns are recognised and promoted, including flexible and mobile working (especially in relation to the move to the new Civic Centre); and
- Ensuring that the Council is communicating and updating its policies, procedures and practices, so that everyone can understand the reasons and principles behind them.

To achieve this:

- The Council's process for developing and implementing its people management arrangements will need to be amended. The process needs to be inclusive and open, rooted-in service requirements and drawing-on their experiences; and
- Also, its minimum requirements and standards for people management will need to be specified more explicitly, and made clear across the Council.

A further priority is for the auditing, monitoring and evaluation role of the people management function to be strengthened considerably. Currently, for example, the level of compliance with staff appraisal processes across the Council is not clear.

How progress should be measured

High level KPIs for this Priority are:

- Recruit Business Partners to the new delivery model: achieved by June 2006;
- Establish and operate minimum requirements and standards for people management at the Council: achieved by April 2006;
- Establish the first phase of the People Centre, with progressive implementation of specific services planned: achieved by June 2006; and
- Develop and implement new accountability mechanisms for the HR and Diversity function, including for the development for new policies: achieved by July 2006.

A fresh start...

Priority for Action: to make multi-disciplinary working the norm

What the Council aspires to achieve

Service delivery, and the skills of the staff that deliver them, will be shaped around those who need to use those services. Skills in building and maintaining effective partnerships will be demonstrated widely across the Council, with partnership working being the norm for the delivery of services.

Barriers such as cultural, professional and organisational boundaries will be minimised by using a 'One Council' approach in order to achieve a better focus on the customer and their requirements.

The Council's aims in this Strategy

In those services where there is the scope – or even the legislative requirement – for partnership and cross-disciplinary working, including within the Council, there will be focused action to:

- Ensure that staff have the skills and competencies to fulfil such roles; and
- Address the organisational and people management barriers that can hamper integration, such as the design of jobs and employment arrangements.

Also, across the Council, a workforce that is better able to respond to changing circumstances and demands will be promoted. This will mean removing any barriers or obstacles that are not justified by the requirements for excellence in service delivery.

What has been done so far

The Council's Local Improvement Plans have focused on 'Creating a customer driven organisation': providing services which are of high quality and which meet the needs of service customers both internal and external'. As a result, the Council has, for example:

- Implemented a Customer Service Strategy; and
- Undertaken a Council-wide improvement and training strategy.

Good practice in partnership working already exists in many parts of the Council: this needs to be shared and built upon across all its activities. Examples of innovation and good practice include:

- Implementing a 'One Stop Shop' approach to customer services in partnership with others: having pioneered it, the Council has a wealth of experience in the approach;
- The Council also has a track record of developing closer partnerships with other agencies in social care;

- Changes to Directorate structures have facilitated the greater integration of services: more work now needs to be done to realise the benefits; and
- Much work has already been done to integrate services on neighbourhood services issues such as community safety through the Crime and Disorder Reduction Partnership.

What the Council needs to do

A number of developments have taken place, or are anticipated for the future, which mean that facilitating greater working across disciplines will be a strategic priority for the period 2006 to 2010.

Targeted action is now needed to break down traditional 'silos' and re-engineering roles around the customer in:

- Neighbourhood Services: enhancing the quality of life of residents means that services from different agencies need to be 'joined-up' at a local, neighbourhood, level
- Adult Services (with health): partnership working with Health will need to be built-upon, and the opportunities of closer working with Housing, need to be built-upon;
- Children's Services: roles and responsibilities need to be revised, competencies need to be updated and new kinds of post will emerge in response to the Children Act;
- Customer Services: changes in the demographics of customers using services, together with technological change and innovation, means that skills will need to be re-visited and resourcing reconsidered; and
- Administrative support: greater flexibility in the deployment of administrative resources will be facilitated by establishing broader, more inter-changeable roles.

These issues will have significant people management implications, and will require policies to be devised and implemented, learning and development implications to be identified addressed, and change managed effectively.

How progress should be measured

High level KPIs for this Priority are:

- Identify and address specific areas of multi-disciplinary working, developing a radical approach to how functions and roles are organised, and services delivered: achieved by July 2006;
- Implement measures to address the implications of multi-disciplinary working such as role re-design, in partnership with other agencies wherever possible: achieved by April 2007; and
- External partners and external inspectorates recognise Brent's radical approach to multi-disciplinary working: achieved by January 2007.

A fresh start...

Priority for Action: to achieve consistent excellence in people management across all managers

What the Council aspires to achieve

In whichever part of the Council they work, those who manage staff will be confident and capable of applying core people management policies, procedures and practices.

Managers will be held accountable for complying with core people management requirements, whilst at the same time encouraged to be innovative in their application to meet achieve excellence in service delivery.

The Council's aims in this Strategy

The elements that contribute to achieving excellence in people management amongst managers will be identified, incorporated into policies, procedures and practices, and promoted across the Council. These elements will include:

- Confidently undertaking core activities such as recruitment and selection, absence management and discipline and grievance;
- Developing staff through activities such as coaching and mentoring;
- Managing performance clearly and consistently;
- Anticipating and planning for the workforce implications of service delivery; and
- Incorporating the management of diversity into day-to-day people management.

Over the period of this Strategy, the Council should ensure that everyone is aware of what is required of them in respect of people management, and the scope for tailoring people management policies, procedures and practices to the needs of individual Services.

What has been done so far

Across the Council, a range of management development activities have been undertaken. Some of these measures have been arranged and delivered through Directorates, and others have been corporate initiatives.

Also, much work has already been undertaken on the development of people management policies and practices, to ensure that they are up-to-date and accurate.

What The Council needs to do

Providing clarity over managers' current responsibilities for core people management policies, procedures and processes, is a priority.

Without this, it is not possible to provide the necessary targeted development, or to hold managers accountable.

Competencies and standards of performance in people management that are required of managers need to be established and communicated to all, with:

- The skills, knowledge and behaviours required being clearly identified for each level of management; and
- People management policies, procedures and practices explicitly specifying the responsibilities of managers.

A priority, therefore, is a comprehensive people management skills audit across the Council, followed by the development of competencies amongst managers through such approaches as:

- Provision of learning opportunities, including induction and e-learning;
- Mentoring support; and
- Action learning sets.

In order to develop and maintain excellent managers, the Council also needs to develop and use a range of up-to-date people management techniques and approaches that will be new to many parts of the Council. These include succession planning and talent management/Talent Bank approaches.

Additionally, core people management policies, procedures and practices will need to be reconsidered, to ensure that they clarify managers' responsibilities, and illustrate the freedoms and flexibilities that are available.

Taken together, these initiatives describe a 'step change' in the Council's management development activities.

How progress should be measured

High level KPIs for this Priority are:

- Clarity provided to managers over their current people management responsibilities: achieved by April 2006;
- Competencies and standards of performance of managers in people management identified and high level skills audit undertaken: achieved by July 2006;
- Core HR policies reviewed to identify 'non-negotiable' element, as well as scope of freedoms and flexibilities, and communicated to managers: achieved by July 2006;
- 100% of managers undertaken relevant training in people management responsibilities: achieved by 2008 and maintained from then on;
- Initiate 360 degree appraisal of managers, starting with most senior posts: implemented by September 2006;
- A revised Learning and Development Strategy and Plan is produced, consulted on and implemented which is better targeted on both Corporate and Directorate priorities: achieved by September 2006.

A fresh start...

Priority for Action: to achieve consistent implementation of performance management policy

What the Council aspires to achieve

How each of the Council's employees is managed will be recognised as the key determinant of the overall success of the Council and the quality of the services provided. The management of performance will be consistent and focused on achieving excellence, rather than just addressing poor performance.

Excellent performance will be encouraged and promoted by the setting of clear standards and targets by managers, with policies, procedures and practices available to do this. Additionally, managers will be able to confidently apply measures to address poor performance.

The Council's aims in this Strategy

As a result of this Strategy, the Council will be manage its staff more effectively and in a more consistent way. An important part of this change will be a shift away from simply a focus on poor performance towards the encouragement of excellence. As part of this shift:

- Stretching standards, objectives and targets will be established for staff, and they will be held accountable for their delivery;
- Workforce development needs will be accurately identified and addressed using approaches that are appropriate for the purpose;
- Managers will increasingly manage the performance of their staff through outcome measures; and
- Throughout the Council, skills in giving and receiving feedback effectively will be developed.

What has been done so far

An employee appraisal scheme has been established that should be used across the Council. The scheme addresses past performance and the setting of objectives for the future, as well as promoting the consideration of learning and development needs.

Although the Council has well developed policies and procedures for managing poor performance, the implications of relatively low levels of compliance with the appraisal scheme are that issues may not be identified and addressed as early as they should.

Learning and development opportunities are provided throughout the Council, through the corporate HR and Diversity function as well as Directorates and service units. However there is a lack of transparency over what is being provided, why and how effective it has been in improving performance.

What the Council needs to do

The active management of performance, especially the encouragement of excellence, needs to become the norm at the Council. For some, this will require a shift in the prevailing culture in the Council, as well as changes in the policies, procedures and practices being used.

To encourage a shift in culture, there are some specific things that need to be done, including:

- The Council's staff appraisal scheme needs to be reconsidered, to ensure that it is capable of being consistently applied across all the Council's activities.

This means being clear about the scheme's essential features, as well as those that are able to be applied flexibly in accordance with particular circumstances;

- Measures need to be devised to monitor compliance with the revised staff appraisal scheme, and address non-compliance;
- Workforce development, especially learning and development needs, will be identified and addressed more rigorously both at corporate and at Directorate level in accordance with the Improving Brent programme;
- Policies need to be devised that are specifically aimed at encouraging and rewarding excellent performance; and
- Skills will be developed across the Council in managing through outcomes, and in giving and receiving feedback on performance.

How progress should be measured

High level KPIs for this Priority are:

- 100% of eligible employees have an appraisal discussion: to be achieved by March 2006;
- Measures devised to monitor compliance with staff appraisal processes, including quality measures, and report performance: achieved by March 2006;
- Revisions made to the Council's staff appraisal policy and procedures, to reinforce essential features, and those that can be applied flexibly: achieved by September 2006;
- Policies and procedures are developed, consulted on and implemented that continuing to build on the Council's track record of excellence: achieved by September 2006; and
- Staff survey to measure views on how they are managed, and how consistently under performance and excellence are managed at the Council.

A fresh start...

Priority for Action: to develop more of the Council's existing employees to fill high priority recruitment gaps for skilled staff

What the Council aspires to achieve

The labour market no longer provides for all the Council's needs, and there are some kinds of jobs that are especially hard to fill with high quality staff. The Council will ensure that there is an adequate supply of the right kind of staff with the right skills, both now and in the future: to do this, the it will adopt innovative and coherent in our approach to recruitment and retention issues.

The Council's aims in this Strategy

The Council needs to develop innovative people management policies that ensure that the Council both retains staff in identified shortage areas when it can, and can recruit successfully to them when it needs to.

A further aim is to strengthen the link between the Council's efforts to address recruitment shortages with work on the regeneration of the Borough. The talents and aspirations of local people are a key resource which the Council needs to capitalise upon in its workforce wherever it can.

A sustainable solution to the Council's recruitment problems will not be produced in the short-term: over the life of this Strategy, however, significant progress should be made and marked improvements be identified.

What has been done so far

Much good work is already underway to address recruitment shortages, but much of this is uncoordinated and lacking in focus.

For example, the Council is aware that it has problems with the recruitment and retention of key posts such as:

- Social Workers;
- Planners;
- Building Control Officers;
- Trading Standards and Environmental Health Officers; and
- Lawyers.

Some Directorates have established Graduate Training Schemes, and others offer traineeships to obtain professional qualifications. Also, some retention measures have been implemented which are targeted on key shortage professions.

However, the Council has little 'hard' data on which to base any detailed analysis or concerted action, and other actions – such as addressing the development of ethnic minority staff into more senior posts – could be developed further.

The Council makes extensive use of Agency staff to address its staff shortages, like all Council's in London. Although there is careful monitoring of the numbers of such workers, there are few people management policies specifically tailored to minimising their use.

What the Council needs to do

A concerted approach needs to be developed to address recruitment shortages, which should include those have short, medium and long term impact – and incorporate targeted measures to improve retention.

Local people are a key staffing resource, and the Council needs to be more 'joined-up' and targeted in its approach. For example:

- The Council has a Refugees into Jobs service which provides a range of services to refugees seeking work: it needs to encourage, advise and support its managers to target refugees and other non-standard sources of recruits;
- Learning and development needs to focus on the provision of a series of stepped 'skills pathways' designed to encourage 'grow your own' solutions to recruitment shortages. Opportunities to establish such approaches on a collaborate West London Alliance basis will be pursued;

Analysing the Council's workforce data and following up more rigorously will enable it to take targeted action. For example, there appears to be significant turnover after staff have worked with the Council for two years – the reasons for this will be identified and appropriate measures implemented.

Innovation is key to addressing recruitment issues, and the Council should develop the capacity to do this. The Council should use good information on the workforce to plan for its needs and take action in advance of issues – working with partners, remodelling jobs and developing staff to address anticipated needs.

High level KPIs for this Priority are:

- Produce a Workforce Plan for the Council that incorporates the remodelling of the workforce through, for example, job re-design and the use of traineeships: achieved by July 2006;
- Establish targeted activities to address identified recruitment shortage areas, in partnership with bodies such as the Public Service Board and the West London Alliance wherever possible: achieved by September 2006;
- Further develop the Council's graduate recruitment activities, including through participation in the National Graduate Recruitment Scheme for local government; achieved by September 2006;
- Reduce the Council's reliance on Agency staff: by September 2006.

A fresh start...

Priority for Action: to refresh the diversity agenda

What the Council aspires to achieve

The Council wants to be at the leading edge of local government in addressing the diversity agenda. Time is right to reinvigorate its work here and set itself stretching targets to which it can be held account.

With a Borough that is diverse and rapidly changing, the Council will secure fair representation of all its communities at all levels in its workforce as a key element in securing accountability and ensuring the quality of services the Council delivers.

All staff will have the opportunity to develop and progress their careers with the Council, so that the Council makes the most of all its staff – taking positive action to overcome identified barriers to achieving this.

The Council's aims in this Strategy

Innovative approaches will be developed to further encourage and promote the development of a diverse workforce, mainstreaming this into all the Council's people management activities.

The Council will have people management policies and practices that are truly 'fit for purpose' for the needs of a diverse workforce, recognising that often 'one size' does **not** fit all, and that for many services, 'non-standard' working is now the norm.

The Council will learn from 'best practice' elsewhere, as well as seek to establish this for others: its aim will be to lead the way in innovation over diversity. In all cases, what the Council does will be informed by a rigorous and on-going analysis of good quality information on the workforce and the community it serves, including the evaluation of 'what works' in promoting diversity.

What has been done so far

The Council has a good record of employing staff with an ethnic minority background, being only one of two London Borough with a majority of BME staff. However, for example:

- The Council's record for employing staff with a disability is poor, being significantly below the average for other London Boroughs; and
- Women are under-represented in the top 5% of the Council's managers.

The Council produces a Workforce Monitoring and Equalities Report through the newly constituted Corporate Diversity Team, which is used as a prompt for action on particular issues. The Council has, for example:

- Established a number of staff forums to represent the interests of particular sections of the workforce, such as those with a disability and Black and Asian staff;
- Provided training on diversity issues, particularly at senior levels; and
- Developed a career pathways project for social care, with local partners such as the NHS.

Although the Council met or exceeded its diversity targets in its Performance Plan for 2004/5, its performance is still lower than it wants: for example, it was only at Level 1 of the Equality Standard for Local Government.

What the Council needs to do

The bias of the Council's efforts in the past has been too much on compliance and managing risk, and not enough on innovation and 'stretch'. The Council wants this to change and will put measures in place to do this.

Specific, targeted action needs to be taken to promote diversity amongst the workforce. This will mean, for example;

- Having better information on the workforce, and acting on rigorous analyses of it – such as by targeting for recruitment recent East European migrants to the Borough;
- Identifying and targeting under-represented groups for concerted action, including mentoring to encourage moves into senior management posts; and
- Revisit the design of jobs to maximise the opportunity for all employees and members of the community to be considered for posts.

Throughout, people management policies, procedures and practices will be reconsidered to ensure that they both reflect and promote a diverse workforce.

How progress should be measured

High level KPIs for this Priority are:

- 50% of top 5% of earners are women: achieved by April 2008;
- 22% of top 5% of earners are from black or ethnic minorities: achieved by April 2008;
- 3% of staff have a disability: achieved by April 2008
- Level 5 of the Equality Standard for Local Government: achieved by April 2008; and
- An Action Plan of targeted activities agreed aimed at improving the diversity of the workforce in identified areas.



Brent People Management
Strategy

New HR Model

The current model of delivery

The current Human Resources function at Brent can be best described as a dispersed model characterised by:

A corporate unit providing both an administrative and policy role;

HR managers located in service departments with different levels of responsibility and affiliation to the corporate unit;

A substantial amount of 'personnel administration' being undertaken in service departments.

Corporate HR & Diversity Department

The Human Resource and Diversity department is structured broadly as set out below:



In seeking to understand this department, the following observations are important:

- Much of the work is biased towards day to day operations and administration. There is in fact only limited resource to focus on policy development and strategy;
- The level of interaction and affiliation between the HR managers located in the service departments and the central HR function varies but is generally at a low level;
- The resourcing level and role of HR managers in the service departments also varies e.g. some are referred to as 'HR & OD managers';
- There is inconsistent use of the central recruitment service;
- Management Services is a trading unit and is not involved in human resource management per se; and
- Some of the posts are currently vacant.

The current model of delivery (continued)

The costs of the HR function in Brent are difficult to determine. The 2005/06 budget of the Corporate HR & Diversity function is £2.35m. However, this includes the Management Services function.

In relation to the administrative costs associated with HR, the Council attempted to identify these in 2004. In this report it was estimated that there were the equivalent of 51.2 F.T.E. worth of posts delivering the administration of the current HR arrangements. The cost of this was estimated to be £1.33m. However, there is some scepticism within the Council about the accuracy of these figures.

On balance it does not seem unreasonable to use a figure of £3m to estimate the cost of HR and HR administration within Brent. This, of course, does not include the day to day costs staff spend on managing their people.

In relation to the Council's HR information system (HR Pro):

- It is not currently linked to the payroll system which limits its usefulness and leads to considerable duplication of activity in data input;
- It is estimated that the Council currently uses about one third of the system's capability;
- There is scope to develop the system's 'self serving' capability to provide an enhanced and more efficient service to users

Service Departments

Each service department has a dedicated HR manager although some share this resource with other departments (however, there does not appear to be a correlation to the number of employees underpinning this). There are different models of HR manager in place across the Council. For example, some have Organisational Development / Learning and Development responsibilities, while others have a more limited role in providing day to day advice and support. Overall the focus of the HR managers is primarily operational dealing with key people management issues such as case work, senior recruitment and in some cases training and development.

In practice the HR managers appear to be line managed by the Service Directors (or other senior post) rather than the corporate HR department. It remains unclear what the 'official' line management arrangement should be.

The HR managers generally are not involved in co-ordinating or leading the HR administration that takes place within service department and units. Some departments, for example, have their own recruitment teams which are not managed or closely aligned to the HR manager.

There appears to be a great deal of variance in the type and level of personnel administration that takes place within service departments: the Council has attempted to accurately quantify this, but with limited success. It is fragmented and not clear as to the volume and type of transactions or the scope of service provided. In many cases it is a part of rather than wholly someone's job and senior management across the Council remain concerned that advice and guidance is routinely being given to employees at this level.

Capability of the current model of delivery

Policy

“A gap between policy and reality”

- Policy development is not always driven by business need or in consultation with services e.g. Reward policies;
- There are significant gaps in the current HR policies and procedure gaps e.g. flexible benefits, workforce strategy, single status implementation, London weighting;
- Policies are perceived to be inflexible e.g. Staff appraisal, recruitment policies and practices;
- Policy development can be a slow process;
- A lack of vision around the direction of the organisation in relation to people management;
- No clear ‘brand’ for Brent as an employer; and
- Bias towards compliance rather than innovation.

Processes and structures

“Structures and processes are not aligned to business goals”

- Corporate HR appears remote and unaccountable;
- Inconsistent and inappropriate practice and advice across services e.g. payments for out of hours; wrong people giving advice;
- Variable level and pattern of support – e.g. use of personnel administrators;
- Lack of effective connectivity and knowledge management between the HR community e.g. case law developments, best practice, early warning signals;
- Local policy development or local implementation/adaptation of corporate policies e.g. appraisal, sickness absence;
- Duplication of activity – sickness monitoring; training administration;
- Manual and cumbersome processes – attendance management; pay and benefits administration;
- Payroll system separate from HR system;
- Significant under utilisation of the capability of the HR information system;
- Different approaches – record keeping, recruitment and advertising processes.
- Improving Brent programme provides a framework for performance improvement and greater customer orientation; and
- Areas of good practice exist in isolation e.g. teacher recruitment.

Capability of the current model of delivery (continued)

Behaviours and attitudes

“A loss of trust in the capability of the corporate HR function”

Corporate HR perceived as having difficulty in changing and adapting;

Corporate HR does not provide strong leadership to the HR community e.g. professional standards, knowledge management;

A widespread recognition across the Council that the current arrangements place the Council at risk and are inefficient;

There is a desire for stronger leadership and vision around people management – seen as essential for future success;

A top level commitment to change;

A reluctance to change arrangements in response to agreed corporate policies and procedures;

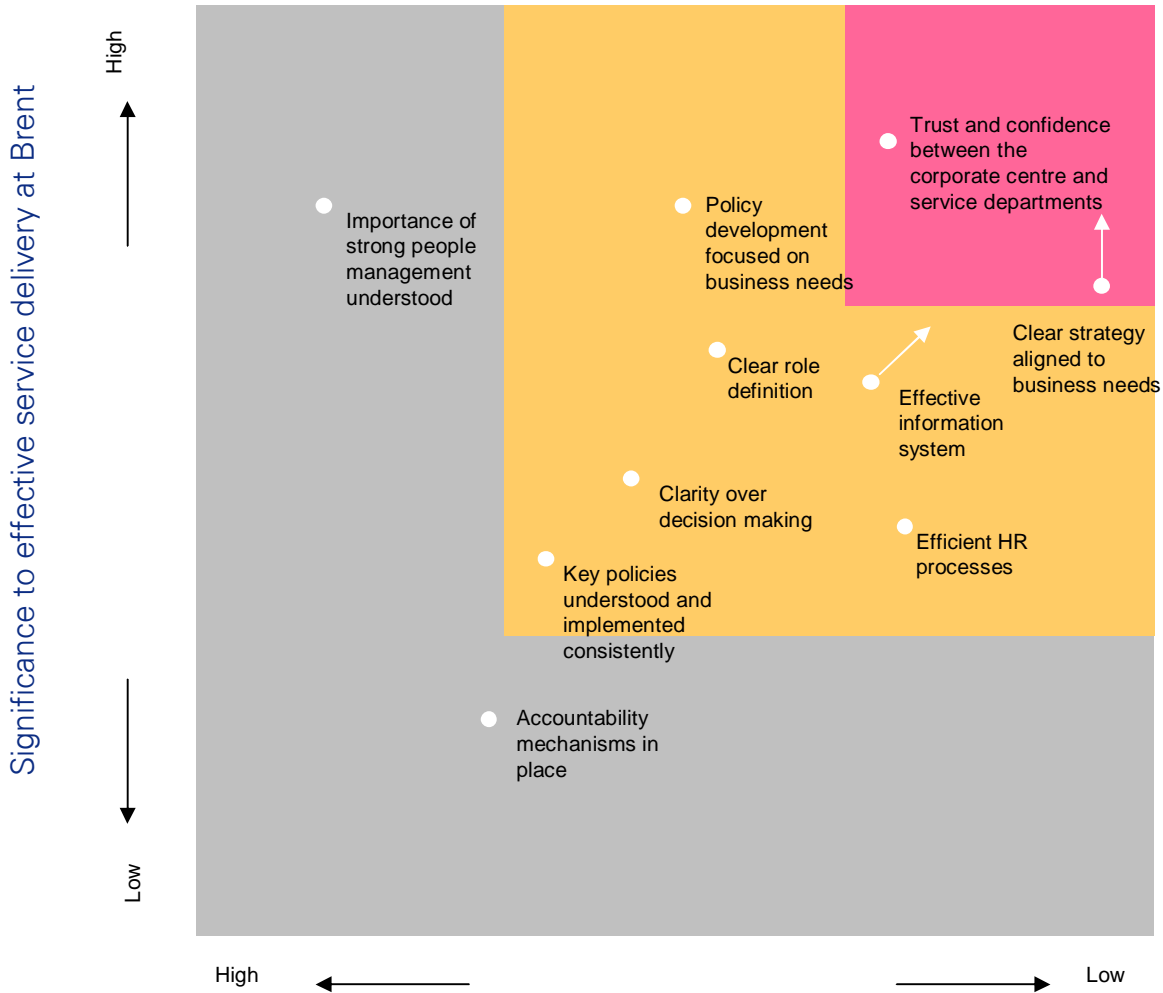
Inability to share good practice and learning across the Council in relation to people management and learning and development;

Track record and appetite for strengthening an approach People Management that recognises and promotes diversity; and

Lack of belief that things can get better.

Capability of the current model of delivery (continued)

10 Key Success Factors for the effective delivery of people management



Current alignment
(Between what is required and current capability)

 Vulnerable

The effectiveness of the delivery model for people management can be assessed against ten factors.

 Manageable risk

Our consultation with the organisation and analysis shows that the organisation faces some serious risks and a growing number of areas of vulnerability.

 Low risk

The current delivery model in terms of policy, structure and processes and behaviours and attitudes is not sustainable.

Alternative models of delivery

Centralisation

The only HR, learning and development and change management activity that takes place outside the corporate centre is more routine transactional/administrative work located within Directorates.

Advantages

- Provides opportunity to improve consistency of delivery and more effective quality control, thereby reducing the likelihood and impact of risks;
- Potential for easier knowledge sharing and the establishment of specialist skills;
- Can operate as 'centres of excellence' that can be drawn-on by others;
- The development and roll-out of improved systems and procedures can be undertaken more effectively under a centralised approach;
- HR and other resources can be more easily balanced between Directorates according to need, with 'peaks' and 'troughs' of workload catered for accordingly e.g. large-scale reorganisations of services such as the integration of all services to children; and
- More likely to secure investment than if arrangements are fragmented.

Disadvantages

- Significant risk that, whilst HR services can be better linked to organisation-wide imperatives, the link with Directorate-based operational strategies and day-to-day activities such as recruitment and selection, can be weak and misplaced;
- Central unit seen as a remote and out of touch;
- Can be biased towards self serving, bureaucratic and slow to deliver;
- Without strong support and engagement from services, innovation is more difficult to create and deliver; and
- often does not deliver anticipated scale savings.

Alternative models of delivery (continued)

Separate HR and OD functions

This option is the same as the centralised option, but with a separately-identified organisational development / learning and development function.

Advantages

- Much of the work associated with organisational development (e.g. change management) and learning and development (e.g. leadership development) are project based and longer term in nature. Separation from 'day to day' HR activities may be beneficial in ring fencing resources and ensuring strong project management;
- A day to day HR focus can 'crowd out' developmental priorities; and
- Organisational development and learning and development may have a higher profile and therefore impact, potentially more likely to secure investment in these activities.

Disadvantages

- Ultimately a great deal of organisational development and learning and development seek to deliver behavioural change, and in this regard separation from people management may actually prove counter productive;
- Significant proportion of learning and development is compliance related e.g. health and safety, managing performance disciplinary etc. and as such are linked to the implementation and ongoing development of people management policies and procedures; and
- Establishing separate HR and change management functions may hamper the development of an integrated approach to cultural change in the Council, to the detriment of both.

Alternative models of delivery (continued)

De-centralised

Relatively large HR functions located in either geographically or functionally based departments with a small central strategic core

Advantages

- The development of close relationships with operational managers means that services can better reflect service priorities, especially for professional and service-based learning and development activities, for example in adult social care; and
- Any barriers into and out of the HR profession can be more 'permeable' in such arrangements, opening-up a more diverse range of career paths for both HR and operational staff, especially with regard to strategic change management.

Disadvantages

- With a relatively weak corporate centre, there is a significantly higher risk of a lack of consistency and quality control;
- There may be little impact or influence on the 'big' corporate issues by the HR function, with little sponsorship of the function at the most senior levels of the organisation;
- Tensions can develop between operational services and the centre, especially over areas where a consistent approach is important, such as over pay strategy and post grading; and
- A small corporate centre can be perceived as 'slowing down' activities, especially when decentralised HR staff need to refer an issue on to the central team.

Alternative models of delivery (continued)

Business Partner

The HR function is devolved and interacts closely with the business units. The reporting line, however, is to the HR Director to ensure consistency, quality and strategic direction. The departmental HR function is accountable to the line director for HR services.

Advantages

- Offers enhanced focus around service needs while maintaining the integrity of the human resource function;
- Potentially more flexible and responsive service;
- Offers a better utilisation of HR resources than would arise from a decentralised model; and
- Greater opportunity for service areas to influence HR policy and therefore commit to effective implementation.

Disadvantages

- 'Dual' reporting lines may cause confusion or tension;
- Staff involved need to have a relatively high degree of competence - both in terms of balancing corporate HR priorities with the requirements of service delivery, and in managing the more sophisticated reporting and accountability relationships that are involved;
- The model is not compatible with traditional management approaches and as such may be more difficult to successfully implement;
- Co-ordination of people management across the council may be more difficult than would be the case under a centralised model; and
- The business partners may focus too much time on co-ordinating personnel administration and not enough time on adding value to senior management.

Alternative models of delivery (continued)

Shared Service

The sharing of resources, for example staff and technology around standardised policies and practices within a decentralised business unit. A Shared Service Centre consolidates similar HR functions from multiple business units into one processing centre. Often other 'transactional' services are also performed by this unit e.g. payroll, purchasing.

Advantages

- Shared know-how - the benefits associated with the sharing of knowledge and practice across the organisation, including sharing best practice in business and HR processes, leveraging HR expertise, pooling knowledge about what works across different parts of the organisation, and sharing knowledge about customers and services;
- Avoiding duplication of effort and reducing costs - the benefits from economies of scale and elimination of duplicated effort can streamline and simplify services to reduce costs. There is also the potential to exploit common buying power from shared services for example, payroll providers;
- Improving quality of service - the benefits from more efficient processes can deliver greater consistency, timely and accurate information and advice to customers. Sharing services can also help to reduce competition and rivalry between different parts of the business; and
- Responding to and facilitating organisational change - the benefits of greater structural flexibility, improving organisational learning, and freeing up HR from the more day-to-day routine enquiries.

Disadvantages

- The service can become remote from the rest of the organisation, and as result, there is a risk that the quality of service provision can fall;
- If those people who previously worked in the shared service centre had previously undertaken a range of other tasks, morale in centre can fall if there is less variety in jobs;
- Staff transferred into a shared service centre can perceive that their career options will become more limited; and
- Simply pulling processes together in a central hub is unlikely to deliver a more streamlined, customer-driven service. Moving to a shared service provision requires a fundamental re-engineering of HR processes.

Alternative models of delivery (continued)

Outsourced

Usually non-core elements of the HR function (often the more administrative areas) are contracted out to companies that specialise in this area. This allows the remaining HR departments to become more strategic. In some Councils the complete HR service has been outsourced.

Advantages

- The transfer of risk to the external provider for securing an organisation's objectives for its provision e.g. reducing costs, improving quality and enhancing efficiency;
- Greater clarity can be achieved by the Council in focusing its resources – on setting the strategy and monitoring its implementation;
- Can be helpful in securing investment in IT; and
- Potentially leading edge processes and solutions can be introduced.

Disadvantages

- Unless appropriate care is taken in drafting a specification and negotiating a contract with a third party, an organisation can find itself receiving a lower quality of service at a higher price;
- Can take time to bring to fruition – not a quick fix – during which time development activity can be hampered;
- The impact on the organisation's overall organisational development: the 'pool' of specialist HR, learning and development and change management specialists that the organisation can call-on when required, and which can be progressed into strategic roles, can be reduced;
- The organisation's culture and employment 'brand' can be more difficult to establish and develop under an outsourced arrangement; and
- There can be a loss of direct contact with operational activities, with contractual arrangements and service specifications hampering flexibility and good communications.

Alternative models of delivery (continued)

Evaluation of alternative models

Model	Brent's Assessment Criteria						
	Ease of implementation	Speed of implementation	Contribution to short term goals	Contribution to long term goals	Cost	Service levels	Strategic Fit
<i>Centralised</i>	<p>(✘)</p> <ul style="list-style-type: none"> • Would be strongly resisted by service depts. • Personnel admin fragmented and difficult to centralise 	<p>(-)</p> <ul style="list-style-type: none"> • For HR mngt relatively quick, for learning and develop't and admin a slower timeframe 	<p>(✘)</p> <ul style="list-style-type: none"> • Initially likely to have a negative impact 	<p>(✘)</p> <ul style="list-style-type: none"> • Without consensus, it is difficult to envisage this proving successful 	<p>(✓)</p> <ul style="list-style-type: none"> • Centralising admin in particular should achieve savings 	<p>(✘)</p> <ul style="list-style-type: none"> • Unlikely to result in radical enhancement in service delivery 	<p>(✘)</p> <ul style="list-style-type: none"> • Culture and history of Brent means adaptation to centralist model difficult
<i>Separate HR & OD functions</i>	<p>(-)</p> <ul style="list-style-type: none"> • Learning and develop't already decentralised to a significant extent; • Personnel admin fragmented and difficult to centralise 	<p>(-)</p> <ul style="list-style-type: none"> • Time required to centralise personnel admin. 	<p>(✘)</p> <ul style="list-style-type: none"> • Initially likely to have a negative impact 	<p>(✘)</p> <ul style="list-style-type: none"> • Resistance from service departments likely to weaken any benefits 	<p>(-)</p> <ul style="list-style-type: none"> • Savings from centralising and re-engineering admin • Learning and development likely to cost more 	<p>(✘)</p> <ul style="list-style-type: none"> • Corporate strategies likely to be less effective without strong corporate learning and develop't lead 	<p>(-)</p> <ul style="list-style-type: none"> • Significant amount of learning and develop't is service specific; • ..but people mngt strategy requires strong leadership on learning and develop't.

Alternative models of delivery (continued)

Evaluation of alternative models

Model	Brent's Assessment Criteria						
	Ease of implementation	Speed of implementation	Contribution to short term goals	Contribution to long term goals	Cost	Service levels	Strategic Fit
<i>De-Centralised</i>	(✓) <ul style="list-style-type: none"> Relatively easy, much decentralised already 	(✓) <ul style="list-style-type: none"> Quick, within a few months 	(✓) <ul style="list-style-type: none"> Likely to help service departments in overcoming some short term issues e.g. recruitment hot spots 	(✗) <ul style="list-style-type: none"> Unlikely to help the Council address long term people management priorities; Brent would have weaker capability in change management 	(✗) <ul style="list-style-type: none"> Likely to lead to higher costs as scale opportunities become harder to realise 	(-) <ul style="list-style-type: none"> HR service located in depts; Greater risk to Council through inconsistent application of policies 	(✗) <ul style="list-style-type: none"> Does not fit well with 'One council One Vision' agenda May not sit well with CPA agenda on people management
<i>Business Partner</i>	(✓) <ul style="list-style-type: none"> Relatively easy, although Business Partner role would require new competencies to be developed 	(✓) <ul style="list-style-type: none"> Reasonably quick, although redefining the role of the centre may take some time to implement. 	(✓) <ul style="list-style-type: none"> Strong if Business Partner roles can be implemented quickly 	(✓) <ul style="list-style-type: none"> Strategic role of centre should strengthen Brent's people management and organisational development capability 	(✗) <ul style="list-style-type: none"> In the short term the redesign of roles may lead to cost; Over time this model could be cost neutral; Personnel admin would remain fragmented 	(✓) <ul style="list-style-type: none"> Business Partners focused on needs of service area; Centre focused on the strategic agenda 	(✓) <ul style="list-style-type: none"> Combines strong service focus with clear role for the corporate centre; Would address requirements of People Management strategy.

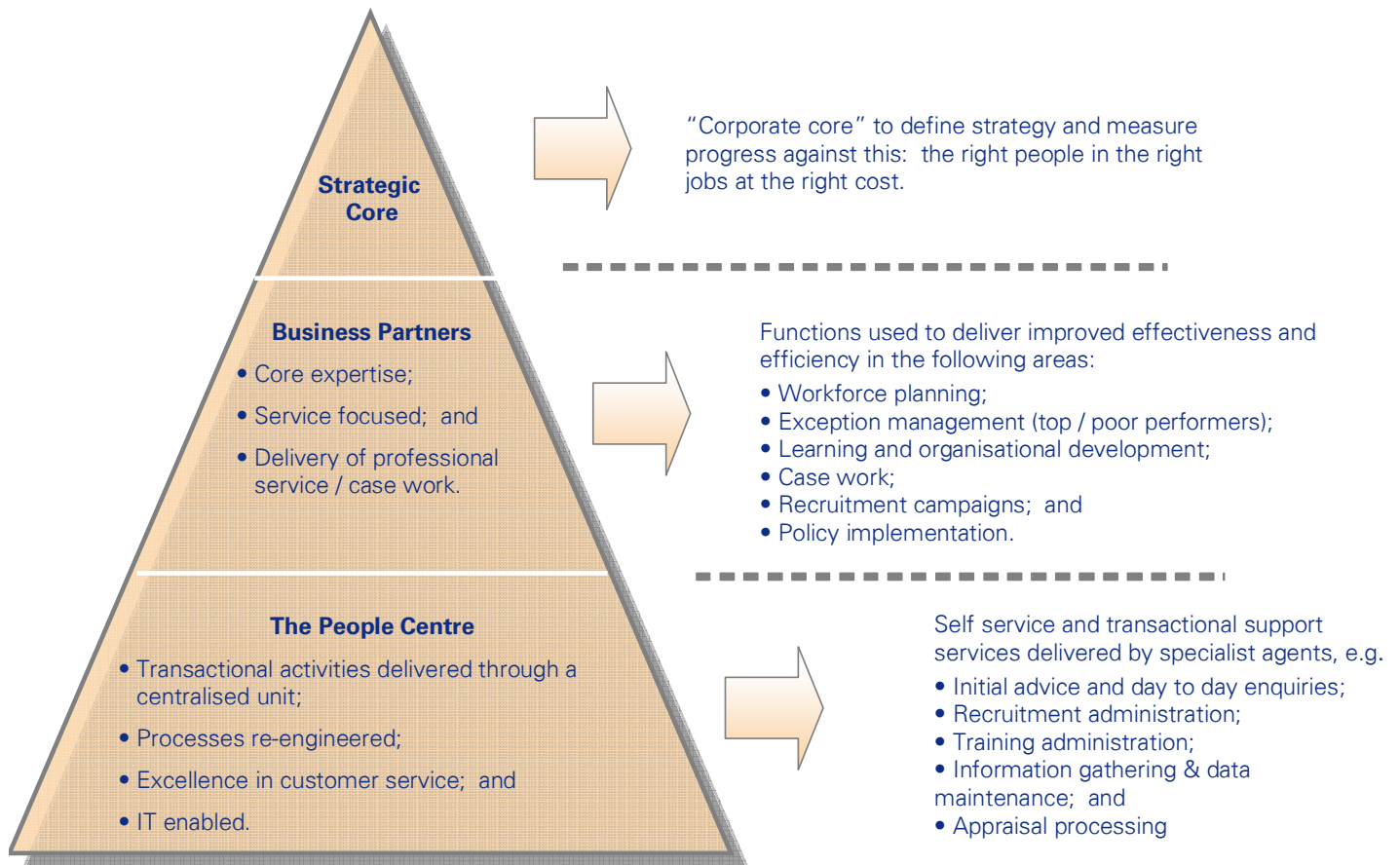
Alternative models of delivery (continued)

Evaluation of alternative models

Model	Brent's Assessment Criteria						
	Ease of implementation	Speed of implementation	Contribution to short term goals	Contribution to long term goals	Cost	Service levels	Strategic Fit
<i>Shared Services</i>	(✘) <ul style="list-style-type: none"> Significant organisational change; Current activity 'locked' away in people's existing roles and difficult to extricate. 	(✘) <ul style="list-style-type: none"> May take several months 	(✘) <ul style="list-style-type: none"> Timescale to implement would mean benefits not realised in short term 	(✓) <ul style="list-style-type: none"> Successful implementation could lead to service improvements, reduced risk and savings 	(✓) <ul style="list-style-type: none"> In long term potentially significant savings 	(✓) <ul style="list-style-type: none"> Service improvements through re-engineering and investment in IT. 	(✓) <ul style="list-style-type: none"> Would contribute to the efficiency agenda and Improvement agenda
<i>Outsourced</i>	(-) <ul style="list-style-type: none"> Baselining current activities and processes would take time. Possible to outsource discrete elements more easily e.g. recruitment 	(-) <ul style="list-style-type: none"> Building a clear and value added specification would take several months; Quicker for discrete service areas 	(-) <ul style="list-style-type: none"> Depends on services outsourced, although benefits unlikely to be achieved in less than 6 months 	(✓) <ul style="list-style-type: none"> Potentially could result in service improvement and greater efficiency. 	(-) <ul style="list-style-type: none"> Could well prove to offer better value for money; Investment in IT may be easier to secure; Set up costs depending on level of outsourcing 	(✓) <ul style="list-style-type: none"> With the right specification and service provider, likely to improve service levels; Risk of some loss of control / flexibility over service levels 	(✘) <ul style="list-style-type: none"> Seems unlikely to be a priority for the Council at present time.

The new model for delivering people management

Conceptual model for People Management



The new model for delivering people management (continued)

Role of the Strategic Core

- Corporate HR unit;
- Develop and monitor the people management strategy;
- Inform and advise senior management and members of key people management issues;
- Broker effective learning and development and organisational development;
- Provide dynamic framework for managing change;
- Diversity cultural champion;
- Lead on appropriate legislative changes;
- Ensure policy development is open and inclusive and rooted in the needs of the service departments;
- Link to national negotiating machinery, and regional and national networks to ensure learning from elsewhere; and
- Lead on HR accountability mechanisms – Trades Unions, Staff panel etc.

Role of the Business Partner

- A senior officer responsible for people management, OD and L&D for each directorate;
- Responsible for workforce planning and remodelling;
- Commissioning function for L&D - enhancing the skills and capacity of the workforce;
- Member of the DMT;
- Accountable to the Director (or Deputy) of HR and Diversity;
- Service champion on diversity employment issues;
- Focus on providing advice and development of local solutions where there are local imperatives;
- Share knowledge of local flexibilities and what works well;
- Ensure consistent application of agreed corporate policies and standards;
- Contribute to development and implementation of the people management strategy;
- Key link/relationship to the people centre; and
- Contribute to policy development – ensure that it matches business needs.

The new model for delivering people management (continued)

Role of the People Centre

- Transactional administrative activities using re-engineered processes and delivered through IT and telephony channels;
 - Recruitment admin./response handling Information giving including basic advice and guidance;
 - Payments and entitlements;
 - Training and development recording/course administration;
 - HR systems development;
 - Regular and ad hoc reporting;
 - Surveys and returns;
 - Annual staff survey;
 - Appraisal recording and monitoring; and
 - Including payroll plus (in time) other transactional services?
-
- This could be developed and delivered outside HR by transactional service experts.

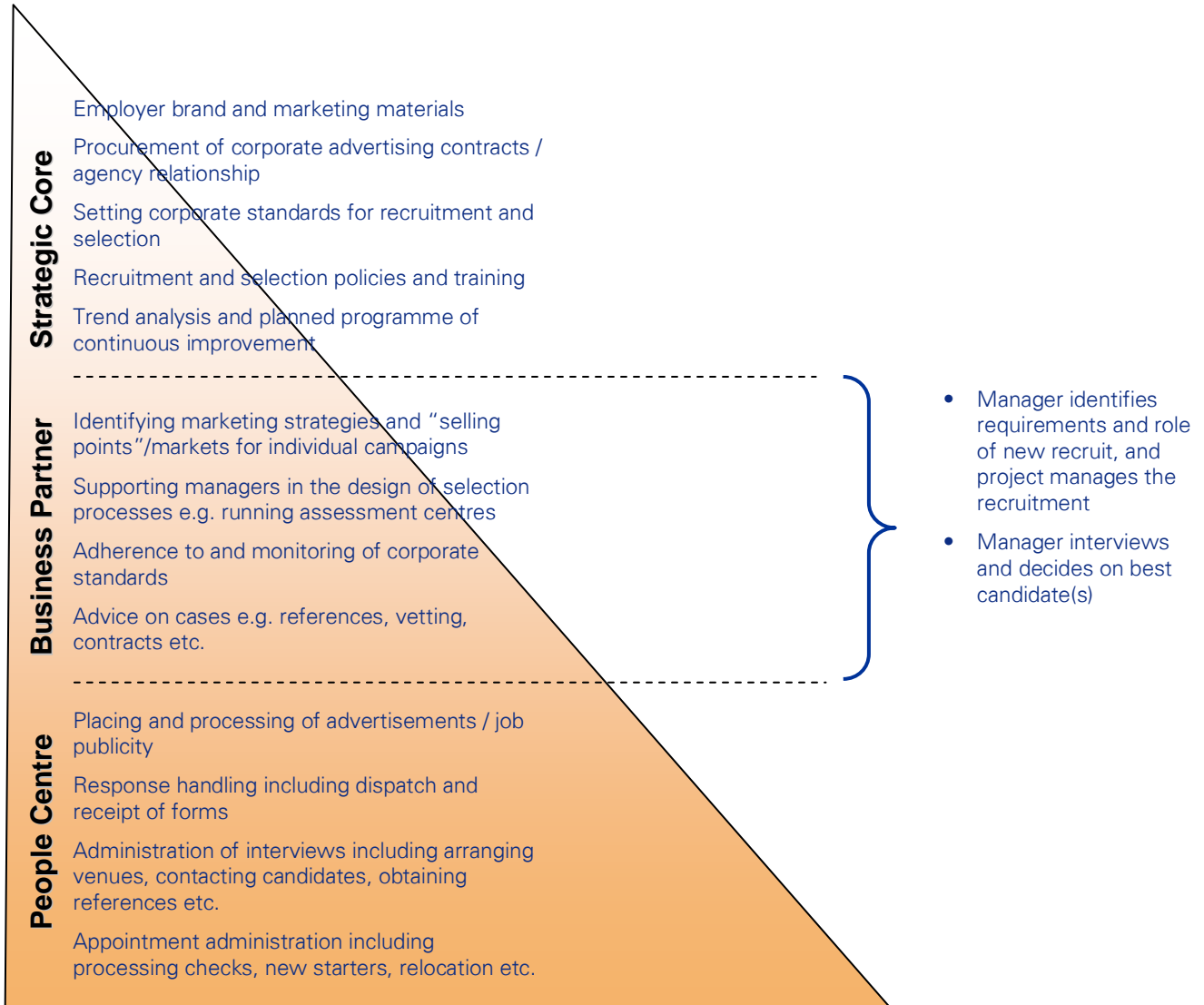
The new model for delivering people management (continued)

People Management Business Architecture

	HR Policy	Employee Relations	Resourcing	Performance Management	Reward & Recognition	Information	Training & Development	Health & Safety
Corporate Core	<ul style="list-style-type: none"> • Strategy – role of HR • Key policies, eg Diversity • HR systems standards 	<ul style="list-style-type: none"> • Employment Relations • Welfare policy – healthy workforce 	<ul style="list-style-type: none"> • Recruitment channel planning – relationships with suppliers 	<ul style="list-style-type: none"> • Appraisals policy • Performance standard setting 	<ul style="list-style-type: none"> • Pay and benefits policies 	<ul style="list-style-type: none"> • Data policy (legal compliance, data retention) 	<ul style="list-style-type: none"> • Learning and development policy • Supplier agreements • E-learning strategy 	<ul style="list-style-type: none"> • Compliance implementation direction
Business Partner	<ul style="list-style-type: none"> • Organisation implementation and dissemination • Contribute to policy development 	<ul style="list-style-type: none"> • Comms • Incident management 	<ul style="list-style-type: none"> • Workforce planning • Recruitment campaign planning • Offer decisions 	<ul style="list-style-type: none"> • Exception management – top/poor performers • Case work-discipline, grievance 	<ul style="list-style-type: none"> • Workforce cost analysis 	<ul style="list-style-type: none"> • Trend analysis (eg attrition) • Statistical reporting (eg Diversity) • Benchmarking 	<ul style="list-style-type: none"> • Workforce training plan • Training value analysis 	<ul style="list-style-type: none"> • Health and safety incident management • Compliance assessment planning
The People Centre	<ul style="list-style-type: none"> • Basic policy advice to employees • Policy adherence 	<ul style="list-style-type: none"> • Day-to-day enquiry handling • Employee Assistance Programmes 	<ul style="list-style-type: none"> • Recruitment administration • Contingent labour • Exit processing • Redeployment 	<ul style="list-style-type: none"> • Appraisal processing • Sickness and absence tracking 	<ul style="list-style-type: none"> • Pay and benefits administration • Pensions administration • Changes (moves, promotions) 	<ul style="list-style-type: none"> • Data maintenance • HR Information System expert users 	<ul style="list-style-type: none"> • Training administration (internal and external) • Instructor-led training • E-learning 	<ul style="list-style-type: none"> • Incident registration • Compliance and risk assessments

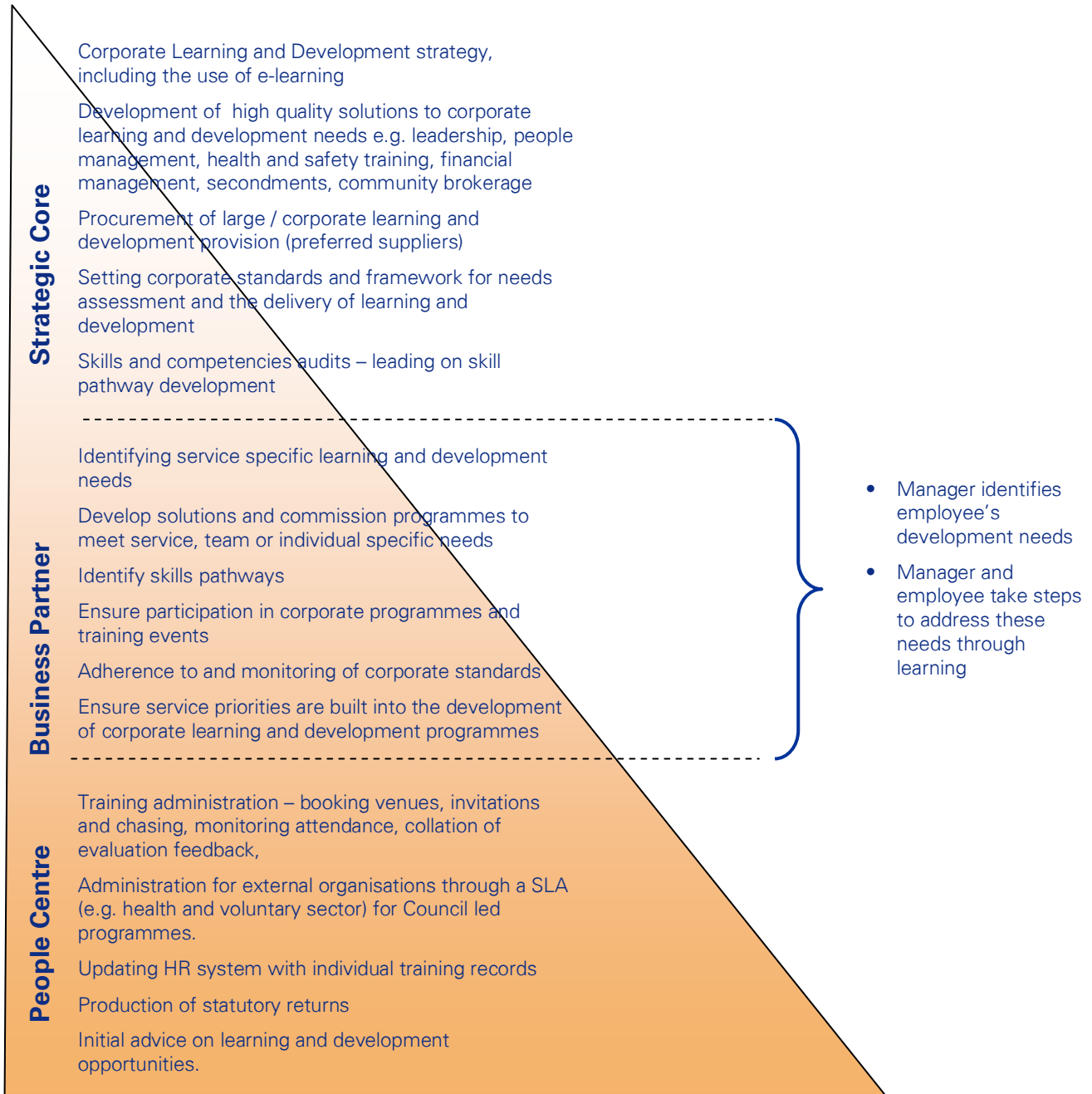
The new model for delivering people management (continued)

What might this look like in practice? A case study of the recruitment function.



The new model for delivering people management (continued)

What might this look like in practice? A case study of learning and development function.



The new model for delivering people management (continued)

Principles of working together

In support of the revised delivery model, an indicative statement of principles that will underpin the delivery of people management at the Council has been produced: if all parties can 'sign-up' to these principles, implementation work can be commenced on a good shared understanding of objectives and commitment to their achievement.

Principle 1: All employees will have an appraisal discussion with their manager at least once a year, at which their performance will be discussed, learning and development needs considered and objectives set for the coming year.

This could take different forms depending on the nature of the post and the service being delivered: in some parts of the Council, for example, a team appraisal may be more appropriate.

Principle 2: To minimise risks to the Council, people management activities will only be undertaken by those who are appropriately skilled and experienced to do so.

Roles and responsibilities will be identified for each group of stakeholders and, where necessary, learning and development provided. Appropriate quality assurance and professional updating measures will be implemented.

Principle 3: Senior level posts of Business Partner will provide high level people management advice to Directorates, working alongside service managers to do this.

Business Partners will report to the Director of HR and Diversity, but responsibilities for matters such as the appointment and performance management of these posts will be shared between the Director of HR and Diversity, and the relevant Director.

Principle 4: Transactional people management activities will be undertaken in as efficient a way as possible.

The People Centre will undertake transactional work such as the administration of recruitment and selection and the production of contracts of employment.

Principle 5: Policies will be designed to make it clear where compliance is required, and what elements can be interpreted flexibly in accordance with the priorities of service delivery.

The responsibilities of service managers for people management will be specified, they will be supported and developed to fulfil these responsibilities and held accountable for undertaking them.

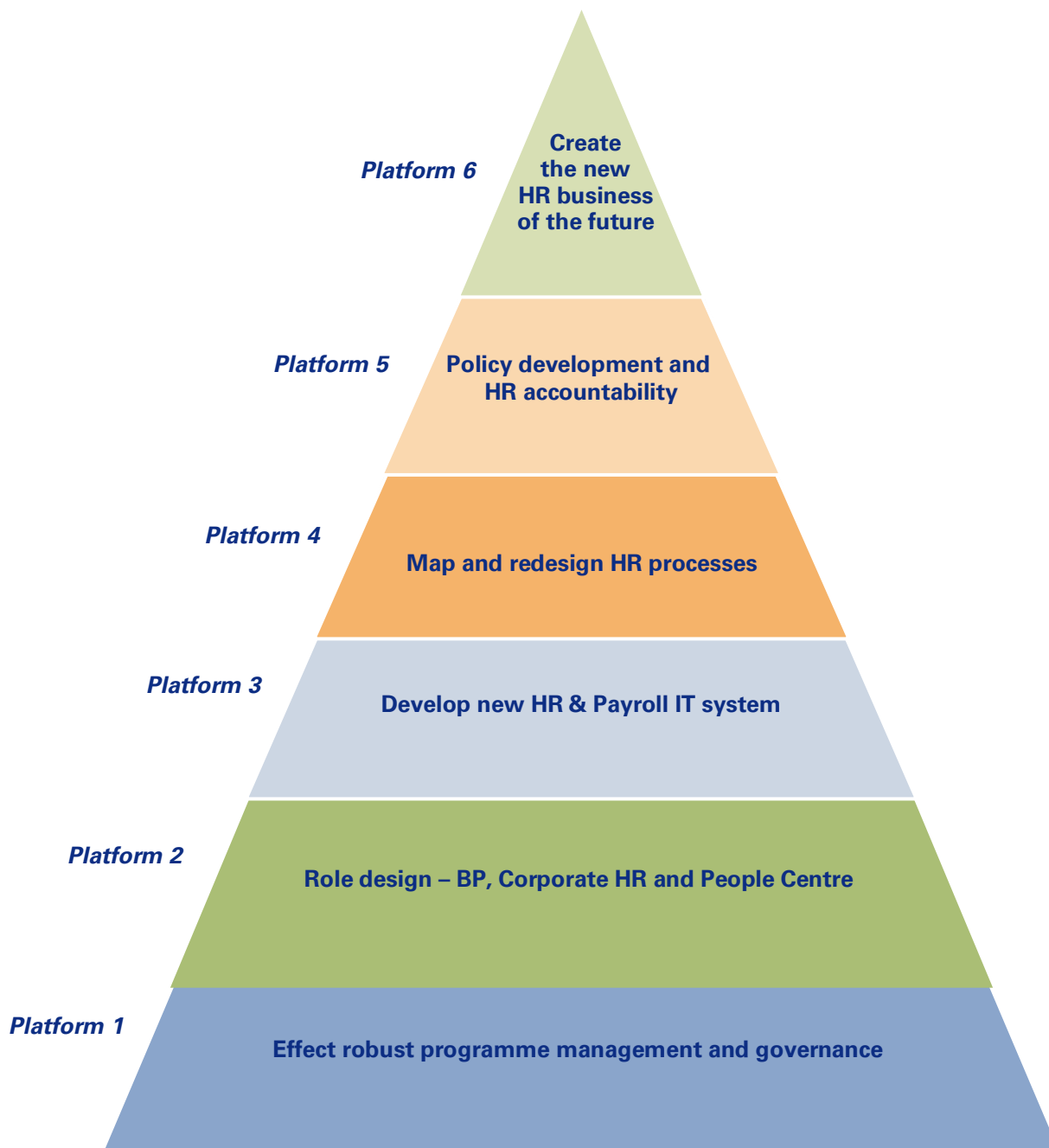
Principle 6: The HR and Diversity function will be held accountable for the delivery of high quality services that are closely aligned to the needs of the Council and service delivery.

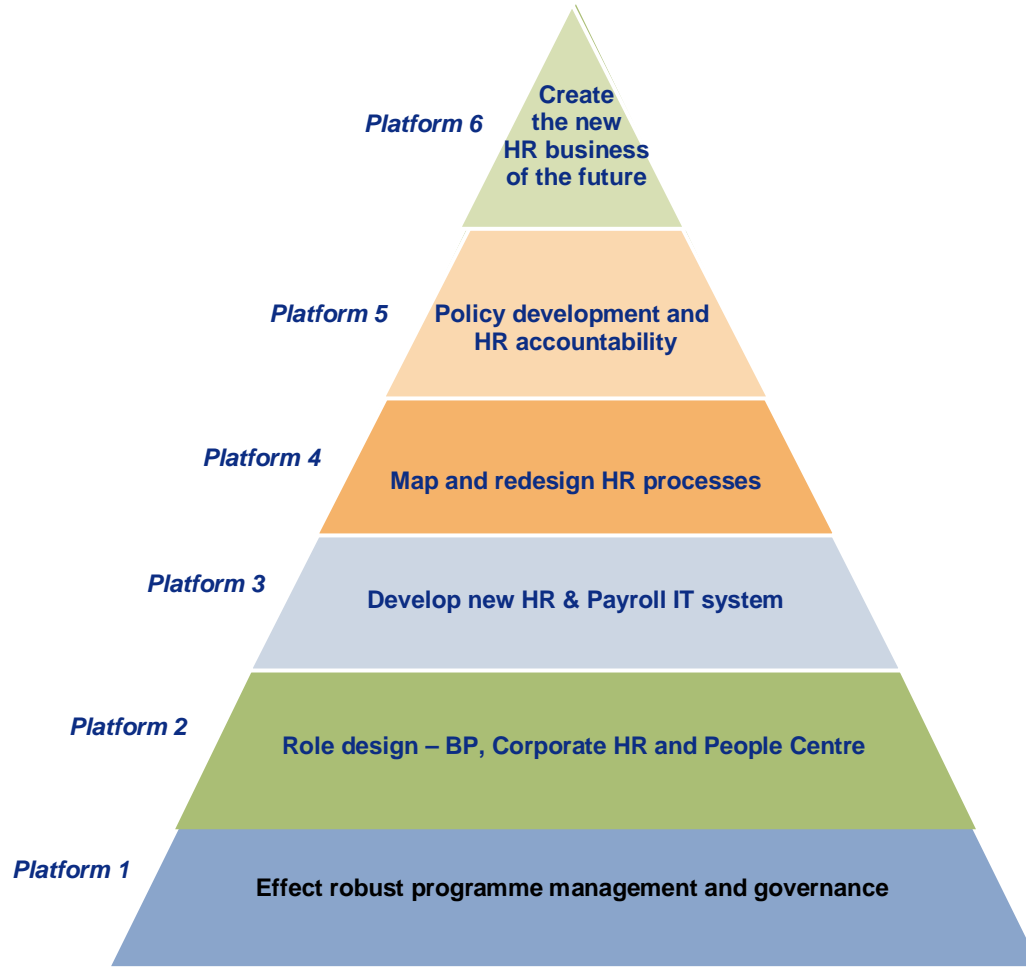
The implementation of the People Management Strategy will be overseen by a Programme Board established for the purpose, with representation from all the main stakeholders, Clear performance and project management criteria will be applied, and performance improvements clearly monitored.

The transformation journey

What are the key areas that need work?

There are six platforms to achieving the new model for HR delivery; each should be managed concurrently:





Ignoring any one platform will cause progress to falter

BRENT NEEDS TO

- Communicate the vision and strategy
- Rebuild trust through the development of a stronger HR community in the Council
- Improve the quality and efficiency of transactional work
- Implement change as quickly as possible

- Ensure HR policy development is inclusive and is rooted in service needs
- Appropriate challenge and decision making is in place
- People management policies, processes and practices should explicitly specify the responsibility of service / team managers and their Business Partners

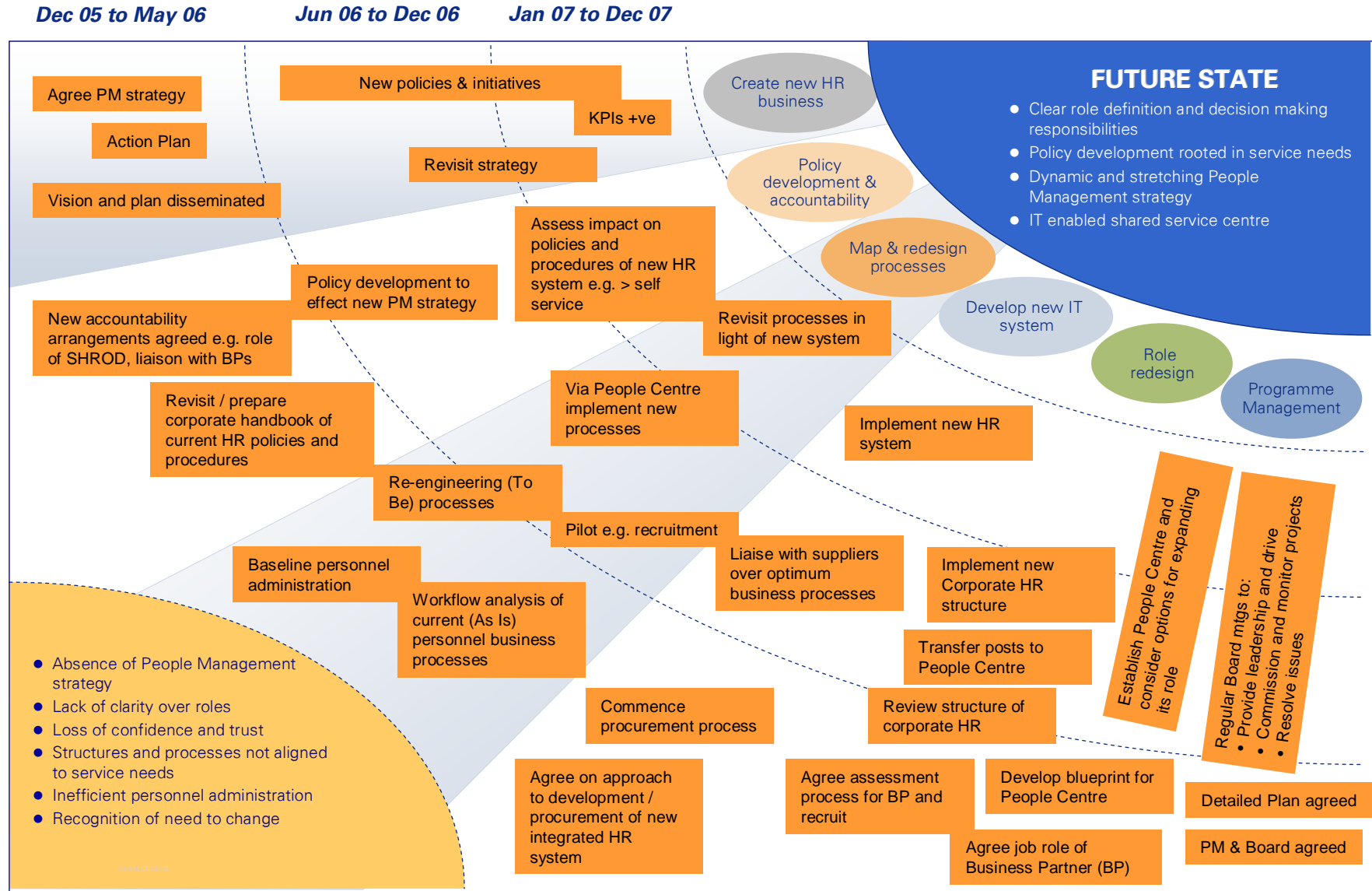
- Secure expertise in process improvement
- Encourage participation among service departments
- Clearly communicate objectives

- Decide on appropriate integrated IT solution
- Develop against re-engineered processes
- Work towards a self serving model

- Develop clear and agreed role profiles for Business Partners and Corporate HR
- Agree assessment process for role transformation
- Develop blueprint for People Centre

- Ensure clear and continuing leadership
- Commission projects and monitor progress
- Adopt a flexible use of resources to implement change

High level implementation plan



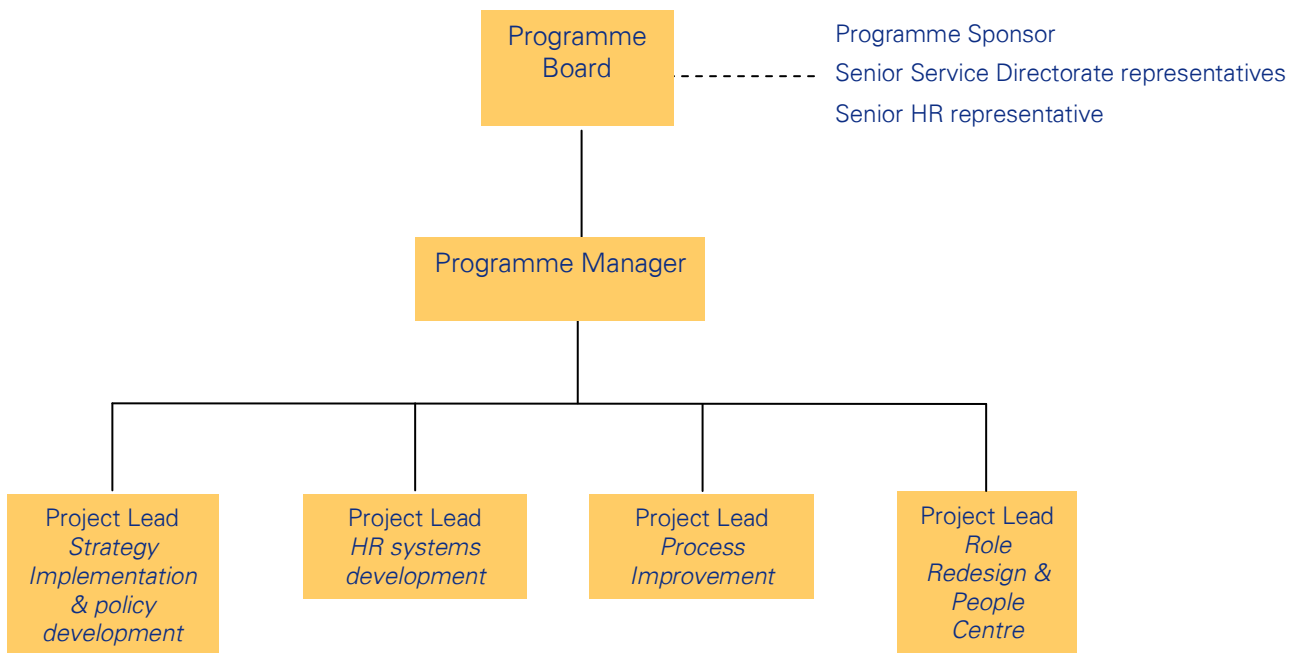
The transformation journey

Programme Governance and Management - Structure

Implementation of the new HR model will involve a significant change programme for Brent. For this to be successful will require visible and continuous senior commitment to implementation. The change programme will also involve a variety of projects being commissioned and delivered, many of which will need to take place and be managed concurrently.

Formal programme governance and management therefore is vital to success. Outlined below is the recommended structure for achieving this.

People Management Change Programme



The transformation journey

Programme Governance and Management - Roles

Programme Board

The Programme Board will be responsible for the commissioning and direction of projects undertaken. The Programme Board, therefore, provides the main authority for each project, although certain issues will need formal approval of the Corporate Management Team (CMT) and/or Elected Members. In this latter instance one of the responsibilities of the Project Sponsor is to ensure that CMT and Elected Members are kept up to date with progress and events occurring within the programme (see roles and responsibilities below) and issues requiring approval are highlighted.

A Programme Board is made up of individuals fulfilling three distinct roles, each with its own responsibilities - Programme sponsor, Senior Service Directorate representatives and a senior HR representative.

Programme Sponsor

This individual will chair the Programme Board meetings and brief elected members and CMT on the progress of the programme. They will monitor overall progress of the programme and evaluate risks and benefits to changes in the programme. The Programme Sponsor will also have overall responsibility for ensuring the vision underpinning the programme is communicated throughout the Council.

Senior Departmental & Professional Representatives

These individuals will be responsible for:

- Ensuring the desired outcomes of the various projects are specified;
- That progress towards the outcome required by the Directorate remains consistent from the Directorate's perspective;
- Ensuring that any Directorate resources required for the project are made available;
- Resolving the Directorate's requirements and priority conflicts;
- Providing a Directorate view on recommended follow-up actions;
- Briefing and advising Directorate and other management on all matters concerning the programme (e.g. Directorate Management Teams, SHROD etc.);
- Ensuring that specifications of Directorate needs are accurate, complete and unambiguous;
- Assessing the impact of potential changes from the Directorate's point of view;
- Testing of changes at all stages has the appropriate Directorate representation; and
- Quality control procedures are used correctly to ensure changes meet Directorate's requirements.

The transformation journey

Programme Governance and Management - Roles

Senior HR Representative

- Ensures that progress towards the outcomes remain consistent from the professional HR perspective;
- Ensures that HR resources required for the project are made available;
- Briefs non-HR managers on the HR professional aspects of the programme;
- Advise of the development and selection of HR strategies, policies and procedures;
- Monitors potential changes and their impact on the correctness, completeness and integrity of developments from a HR professional perspective; and
- Monitor all risks in relation to the HR aspects of the project.

Programme Manager

- Manage the delivery of the required outcomes;
- Direct and motivate the project leads / teams;
- Plan and monitor the programme;
- Produce the Programme Plan and Business Case;
- Manage business and programme risks, including the development of contingency plans;
- Ensure effective change management techniques are adopted and applied;
- Liaise with related projects to ensure that work is neither overlooked nor duplicated;
- Take responsibility for overall progress and use of resources, and initiate corrective action where necessary;
- Report to the Programme Board through highlight reports and stage assessments; and
- Be responsible for ensuring programme administration is undertaken and completed.